DOCUMENT RESUME

ED 255 213 IR 051 060

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TITLE Report on Library-Related Microcomputer Use.
INSTITUTION California Univ., Berkeley. Univ. Libraries.
PUB DATE 21 Dec 84
NOTE 35p.; Prepared by the Microcomputer Task Force.
PUB TYPE Viewpoints (120) -- Reports - Evaluative/Feasibility (142)

EDRS PRICE MF01/PC02 Plus Postage.
DESCRIPTORS *Academic Libraries; Higher Education; *Library Automation; *Library Services; *Microcomputers; Online Systems; Reference Services
IDENTIFIERS Electronic Mail; IBM Personal Computer; *University of California Berkeley

ABSTRACT

This task force report on current and anticipated needs relating to the use of microcomputers in libraries on the University of California, Berkeley, campus is intended to serve as a fundamental document, the basis for future discussion, planning, and development. The task force divided into two groups to consider the issues of staff use of microcomputers and library support of public uses separately. Following weekly subgroup meetings from August through October, 1984, the task force reconvened to assemble this report, which is divided into two major sections: (1) staff use (including training, microcomputer applications, communications, coordination, scheduling, supplies, maintenance, and security), and (2) public use (including reference, online catalog, library instruction, online database searching, circulation, course reserves, collection development, and new services). Each section consists of discussions of issues and options followed by specific recommendations. A summary of the combined recommendations from these two sections makes up the final section. Electronic mail is referred to generically throughout the report. Appendices include various relevant documents, notably a report on microcomputer uses in subject specific and branch libraries. (THC)

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REPORT ON

LIBRARY-RELATED MICROCOMPUTER USE

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I. INTRODUCTION

In July 1984, Joe Rosenthal, University Librarian, appointed a Microcomputer Task Force "to address current and anticipated needs relating to the use of microcomputers in libraries on the Berkeley campus." The group was asked to consider communication mechanisms, means of keeping current, training needs and "whether and how to organize a library effort to help faculty and students use microcomputers for database searching, downloading, and management of personal data or citation files."

Microcomputers were new to the General Library, introduced on a limited basis only two months before. The Task Force's report would therefore be a fundamental document, the basis for future discussion, planning and development. The Task Force decided to explore and map the whole territory, addressing the more general aspect of the charge and in the process examining the more specific issues mentioned.

The Task Force, divided into two groups to consider the issues of staff use of microcomputers and library support of public uses separately. The subgroups met weekly August through October, discussed and drafted respective position papers and recommendations. The Task Force reconvened in November to assemble a single report.

Thus the following report is in two major sections, addressing staff use and public use of microcomputers separately. Each section consists of discussions of issues and options, followed by specific recommendations. A summary of the combined recommendations from these two sections makes up part IV. of this report. A final section includes various relevant documents, notably a report of Non-General Libraries concerns.

Electronic mail is referred to generically throughout the report. The term, in the case of the General Library, refers to a variety of possible systems. The network of IBM PCs, hardwired to the Tandem, needs only appropriate software to give the General Library an internal electronic mail system. Public access to the system, through terminals or dial-up ports, is also a possibility. The existing electronic mail systems would allow the Library to communicate with the campus community and the world. Each Library unit equipped with a modem and free communication software could become part of local or national networks. Development or use of any of these forms of electronic mail would provide significant advantages to both our staff and user community.

II. STAFF USE OF MICROCOMPUTERS

More than twenty General Library units have IBM Personal Computers (IBM PCs). Most of these have word processing and other software and almost all units have printers. A list of units with computers and software is attached to the end of this report.

Providing microcomputers is only the beginning. Staff members must be trained, they will need ongoing support with software and hardware, through continuing education and technical assistance, and they will need guidance, in the form of policy and direction, in the use of this equipment. This section of the report addresses first these issues and then turns to the question of what is possible.

During the summer of 1984, the Library offered a series of introductory and advanced computer classes to library staff members. The three-part, nine-hour introductory course, which covered care of the microcomputer, the operating system and demonstrations of WordPerfect, Friday! and Lotus 1-2-3, and three advanced classes saw a total enrollment of one hundred seventy five members. (A list of those who attended is attached to the end of this report.)

Cost to the Library for the training program was $8600 ($7800 for instructors' time and $800 for facilities), averaging $50 each for the one hundred seventy five staff-sessions. The expenses might be reduced in future programs depending on availability of facilities.

Mark Mentges, the class coordinator in the Librarian's Office, estimates that twenty staff members were unable to attend because of lack of space. New staff members and those in branches which have since received IBM PCs will add to the number of those should be trained.

The Task Force conducted a survey of staff use in September. A synopsis of the results are attached to this report. The kind of use reported is much as we expected with expertise with particular software in specific work areas developing around the library system. There is no mechanism to share these skills. We do not know what computer skills and experience staff have from other classes or from using other personal computers.

The Library started a "PC Typs" column in CU News as a continuing education effort. Technical support for hardware problems is available from the Systems Office and the course instructors were available for questions about software. Many questions regarding staff use of the PCs are answered in current policy, though other issues may be raised over time.

Library support for basic staff use of the microcomputers, through training and assistance, is essential and must be the first priority. Expanded use of microcomputers, through additional hardware and software, training and other support, can play a significant role in library operations and therefore must be integrated into the Library's plans for development.

A. TRAINING

IBM Personal Computers (and their software) are expensive, and staff members should acquire a certain level of training or attain a degree of proficiency before using them. Training can be done in a variety of ways: on an individual or group basis; in a formal or informal manner; and can be the responsibility of the Library, Department or specialized group. Training can be mandatory and established by the Library or the unit, or it can be voluntary and taken when the individual needs or has time for it.

There are different types of training: basic -- for those who have never used a computer/IBM and need to know how to handle the machine and its software, etc.; brush-up training for those who have taken a basic class but failed to utilize the training or to learn specific programs; on-going training for new applications devoted to specific problems. The last two types, on-going and problem-solving, do not need to be parts of training programs but could be part of a communications network.

Formal training could be given to groups for a certain period of time and with specially prepared written materials. Classes could be taught by Library School students or by the Library Education Officer. Workshops, seminars, user groups and brown bag lunches could be part of a formal training program.

Informal training by a department or unit could be done on an individual basis by a designated department/unit staff member. It could be hands-on instruction based on the individual's need or future uses rather than an established pattern of training. Instructions could be oral, with some prepared materials.

Recommendations

1. The Library should institute formal training classes on a basic level for designated personnel in order to ensure that all computer users receive a minimum and uniform level of instruction in the care and use of computers.

Library School students taught the first classes given by the Library. The last version of the basic class -- combining the introductory and word processing elements -- proved the most successful and should be continued. Classes should be continued on an intersessional basis starting January 1985.

More advanced classes can be offered after our goal of providing basic training to all staff using the IBM PCs has been acheived.

2. Those General Library units that have IBM PCs but whose staff members have not been trained should be given priority in the class sign-ups. Departments should decide which staff members are to take the classes on the basis of Departmental computer needs and future applications.

3. The Library should also train non-General Library personnel on a cost-recovery basis when space in its classes is available. If that is not possible, the non-Generals could contract with the Library School for such classes.

4. Training classes given by the Library or under the Library's sponsorship, should be available only to General and non-General Library staff members because they share common interests, goals, terminology, needs and experiences. Such a setting should also prove conducive to future networking.

5. Copies of training materials produced for the classes, including exercise disks, should be assembled by the Library Education Officer and distributed by the Librarian's Office to units that have IBM PCs. In addition, a central depository of library-wide and locally-produced training materials should be maintained by the Library Education Officer and made available to all users.

6. The Library should investigate ongoing campus computer training programs to see if they are appropriate for and available to Library personnel. This should be done only after a necessary period of experimentation in teaching, learning and networking. The Library's resources should not be invested in its own computer training program if other programs are available and at reasonable costs.

B. MICROCOMPUTER APPLICATIONS

The availability of microcomputers in the General Library offers an opportunity for a range of applications leading to increased job productivity and job satisfaction. The ability to use microcomputer technology to eliminate some of the tedious and repetitious tasks involved in many library routines is an exciting opportunity.

While staff is in the early stages of becoming familiar with their micros, a continuing question will be -- "What can I do with it?" Microcomputer applications are numerous and require varying degrees of skill. The software available to library staff will have much to do with what may be accomplished.

Library applications for microcomputers are increasing daily as individuals experiment with software and its use in specific situations. Applications at Berkeley may be divided into two categories; those possible with present software and those possible with additional software. Applications which should be possible with present software include;

1) BUDGETING AND FINANCIAL PLANNING. This application should be of use to many library units. In addition to uses in the Librarian's Office for maintaining changing lines in the budget, many smaller units may find their own applications for Lotus 1-2-3.

2) INVENTORIES OF SUPPLIES, EQUIPMENT, SOFTWARE, ETC.

3) MAILING LISTS AND MAILING LABELS. Those units maintaining faculty lists, donor lists, exchange lists would find this application a great time saver.

4) RESERVE FILES. Many units are already maintaining their reserve files on their IBM PC.

5) STAFF DIRECTORIES AND ROSTERS. The roster of Library staff may easily be created and updated using Word Perfect or Friday. Individual units may want to create their own personnel lists.

6) STATISTICS. Tables and charts of measures of library activity using Lotus 1-2-3.

7) WORD PROCESSING. This application probably has the greatest potential use in the Library. The many letters, library leaflets, reports, manuals, acquisitions lists, forms, and bibliographies produced in library units are perfect candidates for word processing.

8) WORK SCHEDULES. Large units, with frequently changing work schedules, might want to keep their schedules on diskettes to facilitate changes.

There are many additional microcomputer applications, which have potential uses in the Library. The following applications are not presently feasible because of the lack of appropriate hardware or software.

1) CONFERENCING/LOCAL AREA NETWORKS (LAN). The capability to connect microcomputers in a network offers some possibilities for staff conferencing on campus or potentially within the University of California System.

2) ONLINE DATABASE SEARCHING, including BRS, DIALOG, RLIN, MELVYL, etc. Using a microcomputer for online database searching offers a new dimension to the Computer Reference Service. In addition to the high tech image presented by the IBM PCs, their use enables searchers to automatically log onto remote computers, to correct typing and strategy errors on the screen, to download and print from diskettes, to save searches for future uses, etc.

3) PROJECT MANAGEMENT. Software is now available for planning and tracking the status of projects within an organization. Managers may use a microcomputer to monitor, graphically or in tables, when various portions of a project will be completed, which resources are being used on different tasks, and to spot potential problems. Several units in the General Library (Space Planning and Graphics, Systems Office, departments heads, etc.) should find this capability very useful.

4) STAFF BULLETIN BOARD/ELECTRONIC MAIL. Much of the paperwork, and delay in distributing it, involved in communicating with staff could be eliminated through the use of a Library-wide staff bulletin board/electronic mail system. Memos, meeting announcements, news items, etc. could be quickly sent to all units.

Barriers to Effective Use

The wide-ranging number of applications of microcomputers in the Berkeley libraries are being restrained by several barriers, which someday will need to be overcome. These barriers have hardware, software, and personnel training aspects. The hardware barriers include the lack of modems to access remote computer facilities, the Adler electronic typewriters are too slow to serve as printers for online database searching, tractor feeders are needed to support the use of continuous feed paper on the Adler electronic typewriters, and the IBM PC units do not have sufficient memory to run the more powerful software. Another barrier is the absence of microcomputers in units. This may be offset if these units are able to use microcomputers in other units for some projects.

The Library has made a good start toward the acquisition of software, but must continue to seek out and evaluate more appropriate and powerful packages. A better database management package needs to be the next software acquisition. Friday! has been an introductory package for staff to experiment with, but it lacks the flexibility needed to creatively develop internal information files. Communication software also needs to be acquired, when the decision is made to use the microcomputers for online database searching.

As the campus and UC system move toward creating local area networks for microcomputers, the Library needs to make sure that it is included. The ability to communicate with other campus and system units through a microcomputer will be a useful and necessary option.

Recommendations

1. Staff should be encouraged to experiment with software to develop new library applications and to share their experiences with others.

2. For the next year, the General Library should support only the purchase of the three software packages initially acquired in 1984 -- FRIDAY, LOTUS 1-2-3, and WORDPERFECT. Units needing different software should carefully evaluate their needs, determine exactly the software required and why, and then pursue funding from outside sources, investigate public domain software, or, in rare cases, submit a supply request.

3. Software which would enable the Tandem computer to operate an electronic mail/staff bulletin board should be sought out and included in future budget proposals.

4. As the campus and UC system move toward establishing local area networks (LAN), the Library should be involved so that staff may communicate electronically with faculty and university staff. Library staff are already receiving inquiries from faculty about the possibility of receiving and sending electronic messages.

C. COMMUNICATIONS MECHANISMS

There is a need within the Library system for a set of effective communications mechanisms in order to facilitate and quicken the learning process with respect to microcomputer use, to foster creative and effective use of the microcomputers, to provide opportunities for staff development vis-a-vis microcomputer use, and to prevent -- when possible -- re-invention of the same wheels. Any methods used to facilitate communications should have as their goal one or more of the following: to teach staff about new uses of their unit's microcomputer; to help staff with specific problems they may be encountering in use of the microcomputers; to develop and internally publicize a network of resource people on the Library staff; to help raise the general awareness of library use of microcomputers; and to provide some degree of current awareness of developments of the use of microcomputers in libraries.

Possible methods of fostering such communication fall into a number of general categories:

Use of the CU News:

- Continue the sort of articles that have started to appear in the CU News under the heading "PC Typs."

- Development of an addendum to the CU News, containing articles on the use of the microcomputers. The advantage of a separate section is that the articles are in a easily found, easily saved location for future reference. The collection of these can serve as a supplemental training device in the future.

- Regardless of which of the above formats is used, types of articles which will be useful include: the informative, handy "how-to-do-it" article (as have already appeared); interviews with staff members who are making use of their microcomputers, illustrating types of microcomputer use and helping publicize possible staff resource people; a directory-type listing of library staff with their equipment and software experience, to help develop a resource network; current awareness articles, perhaps highlighting relevant articles from the micro or library literature.

Discussion groups or forums:

- Focused discussions (e.g., brown bag lunch groups) on specific topics. These could center around specific software (e.g., WordPerfect, Lotus 1-2-3, or Friday!) or around specific applications (reserves, bibliographic instruction, guides & brochures, statistics, etc.).

- Outside speakers could be invited to speak on the use of microcomputers in their libraries. This is similar in concept to the Reference Forums held this Spring.

Miscellaneous methods:

- Some type of SDI for staff microcomputer users: either a computerized SDI or a more informal one (perhaps a table of contents service geared toward microcomputers in libraries).

- A collection, on the order of the box containing training aides that the Circulation Supervisors Group maintains, containing any documentation and examples of microcomputer use

Any of these methods will require, at the minimum, some coordination effort, and some methods will require more. How this work is to be done must be addressed.

Recommendations:

1. That a separate addendum to CU News be established. Development of a separate newsletter is necessary in order to maintain an easily saved and easily located file of useful information. This will be especially useful as a training aid as more units acquire microcomputers.

2. That this CU News addendum contain a variety of articles:

- articles of the type that have already appeared as "PC Typs." Once the new addendum is established, some of the already published ones should be re-run, in order to serve as a useful training device for units yet to receive their microcomputers.

- a directory listing of staff with experience in using the library microcomputers, listing their unit and their particular microcomputer expertise (software and/or application). Likewise, a list of unit contact people should be published.

- articles designed to provide current awareness: listings of relevant articles in the computer literature, etc.

- a list of the micro-related magazines and selected books in the campus libraries. These are dispersed and a listing would be very useful.

3. That existing committees and discussion groups consider relevant programs on the use of microcomputers in areas that come within their charge. For example, the Reserves Supervisors Group could sponsor a discussion on approaches to reserve systems on microcomputers or the Reference Services Committee present one focused on bibliographic instruction or library guides.

4. The Library should make space available for a lunch-time program, to see if these is interest in a General Library User Group.

5. That after a suitable length of time (perhaps 1 year) allowing units some experimentation time, that a group be formed (or the charge be given to an existing group) to evaluate the success of these communication mechanisms and recommend whether or not the same methods be continued for the future. If an ad-hoc group on microcomputers is formed (as recommended elsewhere), it would be the best choice for conducting such an evaluation.

D. KEEPING CURRENT

The need to keep up with developments, to learn of updates and announcements of problems with our current software and hardware and for purchases of new products, requires ongoing review and evaluation of microcomputer information resources. Coverage of the vast amount of information spread over a wide selection of sources can be best accomplished through the resources of all the staff, taking advantage of the many meetings attended, publications read and contacts made in the normal pursuit of existing responsibilities. Staff will keep up with developments affecting their areas of functional and subject responsibility, making for a staff with broad overall expertise and indepth individual skill.

Further, it is desirable that all staff members be included in the use and development of microcomputers in the workplace. Broad based responsibility avoids the pitfalls of an environment where microcomputers are someone else's responsibility. A generalized responsibility also has the advantage of a more stable base of knowledge and skill, not disrupted by turnover or absence.

Recommendations:

1. Subscribe to a selection of general interest microcomputer magazines;
   - PC Magazine
   - PC World
   - Byte
   - Personal Computing
   - InfoWorld

added to the collection of Moffitt Undergraduate Library, with contents pages routed to interested staff by a committee set up for coordinating exchange of microcomputer information (as recommended elsewhere).

2. Staff should be encouraged to keep aware of microcomputer developments through attendance at both related sessions at professional meetings and commercial personal computer shows and to report back through written contributions to CU News and Library programs.

E. COORDINATION

Coordination of microcomputer use so far has been accomplished with existing library units and offices, working within their usual areas of responsibility. Major responsibility has rested with the Librarian's Office, the Systems Office and Space Planning. As the Library moves

from the needs of a start-up effort to those of an existing program, others will need to take a role in coordination.

Since microcomputers touch potentially every aspect of library life, every administrative and policy body should become involved in the planning and coordinating process. Standing committees should examine the potential for the use of microcomputers in operations under their charge, and promote and coordinate these applications. Departments can greatly influence the extent and direction of microcomputer use in their units through intra- and inter-departmental communication and educational programs.

On the unit level, we need knowledgeable contact people who can assist other staff in their units and respond to questions from other units. Current coordinators were selected as storekeepers. Coordinators should be selected, or reselected, based upon PC use or expertise.

The Library also needs a central coordinating body to do on a continuing basis what the Task Force has been asked to do -- evaluate our needs relating to microcomputer use and make recommendations. Various recommendations for communication, keeping current and coordination may be met with the creation of a microcomputer committee.

Recommendations:

1. Create an ad-hoc microcomputer committee, for an initial one year period. The committee will have responsibility for:

Production of a CU News insert
Current awareness among library staff
Liaison with campus microcomputer services and facilities
Evaluation of microcomputer use

As feasible, this committee may also undertake responsibility for other projects such as:

Library PC users discussion group
Network of PC users
Workshops and other continuing education programs
Survey of staff

2. Microcomputer coordinators in each unit be reassigned to give responsibility to knowledgeable PC users.

F. SCHEDULING

SMALL UNITS: The Librarian or the Library Assistant in charge of a small unit should be able to monitor/supervise the use of the IBM PC, and thus avoid the necessity for formal scheduling. Scheduling in such a setting might prove more disruptive than cost-effective with staff delaying other

activities in order to use their assigned time slots. For those units that rely on the IBM for their technical processing, GLADIS activities should be given top priority.

DEPARTMENTS/LARGE UNITS: Eventually, departments and large units will need to adopt schedules for the IBM and the Adler/printer, as staff use and applications increase. Departments that are composed of two or more units will need to apportion time on the machines for the respective units.

Scheduling could be done by assigning time slots to activities or individuals, and on a permanent or temporary basis [or a combination].

In a sense, scheduling also implies priorities which need to be established and ranked by the unit or by the Library. Priorities could include: public service, technical processing, department and non-department activities.

Departments/units that have a large number of people using the IBM PCs will need to establish guidelines for work space, storage of materials and manuals, etc.

Recommendation:

1. As problems arise because of increased staff use, departments and large units should establish priorities and schedules for the use of their IBM PCs and printers. Technical processing should be the top priority for those units dependent on the IBM PC for GLADIS activities.

G. PERSONAL USE BY STAFF OF THE LIBRARY'S MICROCOMPUTERS

There is already a standing policy in the Department Heads Manual (in the section: STAFF GUIDELINES) concerning personal use by staff of office equipment. The Task Force feels that, at this time, there is no reason to develop a separate policy for the Library's microcomputers. The current policy reads:

> Typewriters, calculators, and other office equipment is meant to be used for library business. On occasion, with permission of the supervisor, staff may use this equipment for personal use. Such use must not interfere with library business and should be conducted on one's own time.

Unless unforeseen problems develop which are specific to personal use by staff of the microcomputers, there is no reason to develop a separate policy.

Recommendation:

1. Continue to use current policy on staff use of library equipment.

H. ELECTRONIC COTTAGE ISSUES

By "electronic cottage" is meant the situation in which an employee works at home using their microcomputers. The Task Force considers this possibility not yet sufficiently feasible for a large enough proportion of the staff for the Library to develop a policy on the matter. Telecommunications capability between the Library unit and the staff member's home computer would seem to be a requirement, which does not yet exist. The nature of much Library work would seem to require the employee's physical presence (most public service work, for example), making the possibility of "electronic cottage" work limited at best, and perhaps not generally feasible.

No Recommendation Needed

I. SUPPLIES

Certain supplies for the Library's microcomputers will be in fairly constant demand and should be maintained in stock by the Library's Supply Room.

Recommended stock items:

- diskettes
- ribbons for the Adlers
- supplies for printers bought on extra-mural funds:
- ribbons, ink cartridges
- continuous form paper
- different print wheels for the Adlers
- diskette storage files

The demand for other supplies will be less frequent or more limited in total demand (i.e., no more than 1 per library unit) and should be available on a special order with prompt attention (green form, ADM 30).

Recommended special order items:

- anti-glare screens for the IBM monitors, if placement within the unit requires it
- anti-static mats or spray - likely not to be needed in many units, but possibly necessary in carpeted areas
- tractor feeds for the Adlers - these are cumbersome and it is possible that units needing to print a job on continuous form paper could go to a unit with a non-Adler printer
- continuous catalog card forms, for units which maintain any special indexes or card files (e.g., NATR's index to California agricultural publications,

Other items fall into neither of these categories, but should be addressed in time. Some are matters that ought to be addressed for the system as a whole, such as work stations which are more ergonomically designed and which provide greater security for the microcomputers. Other items ought to be addressed on an ad-hoc basis, with the unit requesting the item making a very strong case in favor of the acquisition; items falling into this category would include additional memory or additional software packages for the unit's microcomputer.

Recommendations:

1. That the Library Supply Room stock standard microcomputer items (as listed above) and that other supply items be requested via the green order form (ADM 30).

2. That the purchase of major items -- such accessories or new software packages -- should be considered on an ad-hoc basis as requested by a unit. The unit should expect to develop a strong argument in such a case and may need to investigate outside funding sources.

3. That the purchase of ergonomic or secure microcomputer work stations, should be addressed globally, with a view towards improvement in this regard when it becomes budgetarily feasible.

J. MAINTENANCE

Installation, maintenance and repair of General Library IBM Personal Computers is the responsibility of the Library Systems Office. Set-up and installation of all related equipment, as well as basic security measures will be arranged for and accomplished by Systems Office staff. Individual units should provide suitable furniture and arrange for a means of positive identification (such as engraving) where appropriate.

Maintenance is provided for all computer related equipment by contract through the Library Systems Office. Equipment that malfunction should be reported to the System Services Unit at extension 2-6120. Before actually contacting System Services, a knowledgeable staff member should be consulted to trouble-shoot the equipment and software in order to avoid unnecessary service calls.

No recommendations needed.

K. SECURITY

Microcomputer hardware and software are tempting targets for theft. Relatively minor precautions will, however, discourage theives and minimize the impact of any loss incurred.

All equipment should be clearly and permanently marked on the outside for easy identification. The Systems Office has a record of serial numbers of equipment placed in each branch. The disk drive unit and monitor of the PCs should have been securely mounted to a table or desk when the equipment was installed by the Systems Office. This workstation should be as out of the public's sight as possible. The keyboard cannot be secured in place and therefore should be locked up at the end of each day.

Software and manuals should also be locked up at the end of each day and be kept out of sight when not in use. As a further security precaution, back-up copies of each program should be made and kept separate from the working copies.

Recommendations:

1. One person in each unit, preferably the coordinator, should be responsible for carrying out the necessary security precautions.

III. MICROCOMPUTER USE BY LIBRARY USERS; IMPLICATIONS FOR LIBRARY SERVICES

This section focuses on what the Library can do, within the scope of its current mission, to take advantage of the proliferation of microcomputers among our primary users to extend and enhance services in all areas of library use. The Task Force also considered how we might support the use of microcomputers as a new information technology.

The Library's public service policies and procedures in each of the areas discussed below need to be reviewed and possibly revised to accommodate the following recommendations and other changes caused by microcomputer use by the Library's public. The Task Force therefore makes the general recommendation that Library administration refer to the administrative departments and the standing committees a charge to consider how the Library should best respond to the availability and use of microcomputers on campus.

A. REFERENCE

Reference staff should be able to: direct users to reference tools and literature for the use of microcomputers; provide consultative services in search strategy and procedures, including the use of computer-based bibliographic tools and; refer users to microcomputer resources of the Berkeley campus. As microcomputer-based and -accessible reference tools increase in number and power, these should be considered for inclusion among the resources available in the Library.

Recommendations:

1. Train and educate staff up to at least a basic level of microcomputer literacy. The best we can do for our users is prepare our staff.

2. Support individuals in providing excellent service through availability of information/referral tools, such as:

   Informational Handouts on specific aspects of microcomputer technology and use, including;

   - How to find hardware and software reviews
   - Quick guide to do-it-yourself database searching
   - Melvyl for home computer users
   - Campus microcomputer resources

   Directory of staff members knowledgeable in particular applications who are willing to consult with users. Program scope would depend on availability of staff.

3. On an experimental basis, obtain an electronic mail box from campus computing services to receive and reply to reference questions in General Reference. Expand this service to other branches and to other users if successful.

B. ONLINE CATALOGS

Distributed access to the catalogs through remote terminals has special opportunities and problems involving the use of microcomputers. Among the needs Melvyl will generate, we can expect a significant demand for technical assistance from subscribers using microcomputers as terminals.

Microcomputers may also be marshalled for teaching catalog use. A demonstration or tutorial diskette may teach searching skills to Melvyl subscribers using microcomputers at home and to users through microcomputer terminals in the Library.

Routine catalog information requests are increasingly answered through online sources. The Library can reply in machine-readable form to users with electronic mail capability, including campus computing services accounts.

Recommendations:

1. Produce a Melvyl information sheet for microcomputer users.

2. Develop capability to receive and answer catalog information requests by electronic mail.

3. Provide a telephone "help line" for remote Melvyl users, including technical assistance for microcomputer users.

4. Contract, in cooperation with other system libraries, to develop a Melvyl tutorial disk, possibly funded by a LAUC research grant.

C. LIBRARY INSTRUCTION

Current programs, including Bibliography 1, MOLE, Faculty Seminars, Melvyl training, tours and orientations, should continue to respond to user interest and recent developments in information technology through updates to program content. New programs, relating to these needs and resources, should be added to the current repertoire. The instruction program should also explore the potential of computer assisted instruction (CAI).

Adequate facilities for classes and other instruction programs needs attention as an integral step in developing a training program for either staff or the public. Though this can be accomplished in stages, we eventually must provide ourselves with equipment for demonstration and hands-on instruction of microcomputer methods and products.

Recommendations:

1. Upgrade Library facilities for classes and programs, including the purchase of equipment needed for demonstrations of microcomputer software and bibliographic utilities and for hands-on instruction.

2. Use Library School interns to produce aids and instruction materials, including computer assisted instruction modules.

D. ONLINE DATABASE SEARCHING

The Library should support end-user searching of bibliographic databases through classes, training, and providing information about databases, vendors and the required technology.

We should develop the capability to deliver search results in machine-readable form, provided on floppy disk, electronic mail, or through whatever means available.

Recommendations:

1. Based upon the availability of user-friendly services and a demonstrated interest on campus, develop and offer database searching classes to the campus community, for a fee.

2. Request Computer Reference Services Committee to explore legal and practical implications of downloading searches, and recommend policy, procedures and means of training searchers.

3. After policy considerations have been worked out, acquire necessary equipment (modems, telephone lines, printers) for online searching and downloading, beginning in two branches in addition to General Reference and Social Sciences -- for example, Public Health and Engineering for representative subject coverage and geographic accessibility.

E. CIRCULATION

Microcomputers and terminals can allow users to learn the status of needed materials, to request recalls, holds and searches, and to renew materials from any location if dial-up ports are included in the automated circulation system. Electronic mail access to other lending services, such as BAKER and Interlibrary Lending, will benefit both the Library and its users. Using electronic mail these units can send overdue, recall and hold notices to users.

Recommendations:

1. Provide remote access, through dial-up ports, to the automated circulation system that is being developed.

2. Explore use of electronic mail for sending notices (overdue, recall, search, hold, etc.) to Library borrowers.

3. Explore providing Library users with electronic mail access to BAKER and Interlibrary Lending.

F. COURSE RESERVES

Many Library units routinely hold non-Library materials on reserve for classes. The possibility of faculty leaving microcomputer diskettes for student use is not covered in current guidelines for this service. Specific questions which need to be addressed is whether the Library should accept materials in this format since we do not have the facilities for their use and, if so, what standards for handling this material are needed.

Recommendation:

1. Refer the question of course reserves received on microcomputer diskette to the Reserves Supervisors Group.

G. COLLECTION DEVELOPMENT

Machine-readable materials are increasingly important in the academic program. Selection of software, which is not information but the means to acquire and use information, will require a reexamination of our collection policy in light of the opportunities and problems presented. Selection of textual material on diskette and microcomputer-related print materials are more clearly within the scope of the Library's mission but details must still be worked out.

The microcomputer allows the Library to offer the academic community access to the collection development process. Gift, depository and approval plan materials may be listed online for passworded faculty, as well as Library staff, to review and recommend inclusion in the collection, and to request and receive notification of ordered material.

Recommendations:

1. Augment the basic collection of general microcomputer materials housed in Moffitt Library.

2. Refer policy and procedural questions regarding the selection of microcomputer software to the Collection Development and Conservation Committee.

3. Explore electronic mail access for purchase recommendations.

4. When appropriate, put lists of materials available for selection online with faculty access for recommendation.

H. NEW SERVICES

Microcomputers are powerful information processing tools and, for many people both inside and outside the Library, public-use equipment would be a welcome and logical addition to our information services. Providing library users with access to microcomputers -- either in a laboratory setting where the Library would accept this information technology as its responsibility or for general uses in the same spirit that typewriters are made available -- is fraught with policy and procedural problems. Yet, extending our services, when a new means is offered, needs to be considered, though in light of budgetary realities and the need to meet existing commitments.

A special area of concern to the Library is service to the disabled students on campus. Selection and location of microcomputer equipment should take this commitment into account. Specially adapted equipment and software can enhance disabled students' ability to communicate with and use the Library.

Recommendations:

1. Explore developing a Library microcomputer laboratory for evaluation of products and training of campus community for library-related functions (ie. end-user searching and bibliographic databases).

2. Explore providing public-use microcomputers, as a necessary adjunct to possible inclusion of software in Library collection.

3. Among standard facilities and services, provide equipment modified for the disabled (ie. enhanced keyboards and other input devices, voice recognition and generation, and braille writers).

IV. SUMMARY OF RECOMMENDATIONS

A. Immediate

Training

II.A.1. The Library should institute formal training classes on a basic level for designated personnel in order to ensure that all computer users receive a minimum and uniform level of instruction in the care and use of computers.

III.A.1. Train and educate staff up to at least a basic level of microcomputer literacy. The best we can do for our users is prepare our staff.

Use

II.B.1. Staff should be encouraged to experiment with software to develop new library applications and to share their experiences with others.

II.G.1. Continue to use current policy on staff use of library equipment.

Current Awareness

II.D.1. Subscribe to a selection of general interest microcomputer magazines, added to the collection of Moffitt Undergraduate Library, with contents pages routed to interested staff.

II.D.2. Staff should be encouraged to keep aware of microcomputer developments through attendance at both related sessions at professional meetings and commercial personal computer shows and to report back through written contributions to CU News and presentations at Library programs.

Reference

III.A.2. Support individuals in providing excellent service through availability of information/referral tools, such as information handouts on specific aspects of microcomputer technology and use, and directory of staff members knowledgeable in particular applications who are willing to consult with users.

III.A.3. On an experimental basis, obtain an electronic mail box from campus computing services to receive and reply to reference questions in General Reference. Expand this service to other branches and to other users if successful.

Collection Development

III.D.1. Augment the basic collection of general microcomputer materials housed in Moffitt Library.

III.D.2. Refer policy and procedural questions regarding the selection of microcomputer software to the Collection Development and Conservation Committee.

Coordination

II.E.1. Create an ad-hoc microcomputer committee, for an initial one year period.

II.E.2. Microcomputer coordinators in each unit be reassigned to give responsibility to knowledgeable PC users.

Supplies

II.I.1. That the Library Supply Room stock standard microcomputer items and that other supply items be requested via the green order form.

Software

II.B.2. For the next year, the General Library should support only the purchase of the three software packages initially acquired in 1984 -- FRIDAY, LOTUS 1-2-3, and WORDPERFECT. Units needing different software should carefully evaluate their needs, determine exactly the software required and why and then pursue funding from outside sources, investigate public domain software, or, in rare cases, submit a supply request.

B. Future

Training -- More advanced classes can be offered after our goal of providing basic training to all staff using the IBM PCs has been acheived.

The Library should also train non-General Library personnel on a cost-recovery basis when space is available. If that is not possible, the non-Generals could contract with the Library School for such classes.

II.A.5 Copies of training materials produced for the classes, including exercise disks, should be assembled by the Library Education Officer and distributed by the Librarian's Office to units that have IBM PCs. In addition, a central depository of library-wide and locally-produced training materials should be maintained by the Library Education Officer and made available to all users.

II.A.6 The Library should investigate ongoing campus computer training programs to see if they are appropriate for and available to Library personnel. This should be done only after a necessary period of experimentation in teaching, learning and networking. The Library's resources should not be invested in its own computer training program if other programs are available and at reasonable costs.

Downloading

III.D.2 Request Computer Reference Services Committee to explore legal and practical implications of downloading searches, and recommend policy, procedures and means of training searchers.

III.D.3. After policy considerations have been worked out, acquire necessary equipment (modems, telephone lines, printers) for online searching and downloading, beginning in two branches in addition to General Reference and Social Sciences -- for example, Public Health and Engineering for representative subject coverage and geographic accessibility.

Library Instruction

III.D.1 Based upon the availability of user-friendly services and a demonstrated interest on campus, develop and offer database searching classes to the campus community, for a fee.

III.C.1 Upgrade Library facilities for classes and programs, including the purchase of equipment needed for demonstrations of microcomputer software and bibliographic utilities and for hands-on instruction.

III.C.2 Use Library School interns to produce aids and instruction materials, including computer assisted instructions modules.

Electronic Mail

II.B.3 Software which would enable the Tandem computer to operate an electronic mail/staff bulletin board should be sought out and included in future budget proposals.

II.B.4 As the campus and UC system move toward establishing local area networks (LAN), the Library should be involved so that staff may communicate electronically with faculty and university staff. Library staff are already receiving inquiries from faculty about the possibility of receiving and sending electronic messages.

III.E.2 Explore use of electronic mail for sending notices (overdue, recall, search, hold, etc.) to Library borrowers.

III.E.3 Explore providing Library users with electronic mail access to BAKER and Interlibrary Lending.

III.G.3 Explore electronic mail access for purchase recommendations.

III.G.4 When appropriate, put lists of materials available for selection online with faculty access for recommendation.

Online Catalogs

III.B.1 Produce a Melvyl information sheet for microcomputer users.

III.B.2 Provide a telephone Help Line for remote Melvyl users, including technical assistance for microcomputer users.

III.B.3 Contract, in cooperation with other system libraries, to develop a Melvyl tutorial disk, possibly funded by a LAUC research grant.

Circulation

III.E.1 Provide remote access, through dial-up ports, to the automated circulation system that is being developed.

Scheduling

II.F.1 As problems arise because of increased staff use, departments and large units should establish priorities and schedules for the use of their IBM PCs and printers.

Purchases

II.I.2. That the purchase of major items -- such as accessories or new software packages -- should be considered on an ad-hoc basis as requested by a unit. The unit should expect to develop a strong argument in such a case and may need to investigate outside funding sources.

II.I.3. That the purchase of ergonomic or secure microcomputer work stations, should be addressed globally, with a view towards improvement in this regard when it becomes budgetarily feasible.

Disabled

III.H.3. Among standard facilities and services, provide equipment modified for the disabled (ie. enhanced keyboards and other input devices, voice recognition and generation, and braille writers).

Facilities

III.H.1. Explore developing a Library microcomputer laboratory for evaluation of products and training of campus community for library-related functions (ie. end-user searching and bibliographic databases).

III.H.2. Explore providing public-use microcomputers, as a necessary adjunct to possible inclusion of software in Library collection.

July 27, 1984

TO: Lee Jaffe

FROM: Joe Rosenthal

RE: Microcomputer Task Force

I am writing to thank you for your two memos proposing a library-based microcomputer advisory service for users interested in the bibliographic applications of computers. After discussion with other members of the Library Administration, I have decided to appoint a Task Force on Library-related Microcomputer Use to address current and anticipated needs relating to the use of microcomputers in libraries on the Berkeley campus, including areas such as the following:

-- Recommend continuing mechanisms for Library staff to communicate with each other on the use of microcomputers in libraries. What groups and what structure will best enable us to share what we know?

-- Recommend means of keeping current with and evaluating new software packages and hardware changes.

-- Identify the specific additional kinds of training that will be required as the Library increases its use of microcomputers.

-- Recommend whether and how to organize a library effort to help faculty and students use microcomputers for database searching, downloading, and management of personal data or citation files.

The task force should keep in mind the dual considerations of microcomputer use for library applications and in office automation applications. I ask that you send recommendations to the AUL for Public Service on a continuing basis during the 1984-85 fiscal year.

I am pleased that you are willing to chair the task force. The following staff are being invited to serve on the task force and are expecting to hear from you about the scheduling of the first meeting:

Carl Bengston	Sue Gold	Camille Wanat
Diane Brown	Eddy Hogan	A Non-General Library
Sue Gallup	Milt Ternberg	representative (to be appointed)

It is likely that the task force will wish to seek the experience and advice of other staff as particular issues are explored. Anne Lipow, Virginia Pratt, and John Ober come to mind. Mark Mentges, coordinator of the Library's PC training, is available to assist the group.

Rita Kane and I would appreciate receiving the task force's report by November 30.

cc: B. Hurley
R. Kane
A. Lipow
M. Mentges
L. Myers
J. Ober
V. Pratt
J. Leister
R. Mason

UNIVERSITY OF CALIFORNIA—(Letterhead for interdepartmental use)

APPENDIX B

MICROCOMPUTER USES IN NON-GENERAL LIBRARIES

The oncoming microcomputer technology promises to bring extended horizons to the otherwise "isolated" special or so-called Non-General libraries, usually limited with staff support and working space. In order to find out the current developments in the sixteen such indentified libraries, a questionnare was sent out by the Non-General representative on the Task Force on Microcomputer Use in September of 1984. The findings are summarized as follows:

Only four respondents stated that they have no plans whatsoever for acquiring a micro in the immediate future. The seven that are planning have already decided on buying an IBM PC (or OCLC M300 Workstation) pending budget approval. Two libraries share the equipment (a CompuPro and a Tandem) with their affiliated departments; two others do own their micros (a Kaypro II and a Morrow) with plans to acquire another due to extensive use. One noteworthy library uses a desktop AM1000, employing a customized software package to index its holdings on three hard disks -- an ideal setting for an online database in the making.

Library-related applications and staff members with microcomputer experience are yet to be identified. For those that are contemplating the purchase of one, consultation or advice regarding hardware and software is needed. Everyone shows a keen interest in the classes, seminars or workshops which are taking place in the Main Library.

It is foreseeable that rapid changes will take place once the libraries are equipped with microcomputers. In general, the librarians are closely associated with their academic departments in matters involving budgeting and planning. In time, both students and faculty members as well as staff will extend their use of the machine not only in word processing but also in exploring and gaining access to information that may be of use to them through linkage to library networks. The Non-General librarians will play an important part in coordinating such activities vital to the University.

Recommendations:

1. Include the Non-General library staff in classes, seminars and workshops related to microcomputer uses whenever possible. When planning or coordinating formal classes, notify the head librarians so that interested members may contribute their ideas and efforts if needed.

2. Cooperate with the Non-Generals on collection development and circulation of current relevant literature dealing with library-related microcomputer applications. A centralized collection of periodicals and manuals with open access to all library staff should be established.

3. Include the Non-Generals in General Library user groups.

4. Electronic mailboxes should be established through UNIX or other campus computing facilities by all libraries for more speedy and efficient communicaticn between the Main Library and its campus counterparts.

APPENDIX C

UNITS WITH IBM PCs AND SOFTWARE

UNIT	IBM-PC	WORD PERFECT	LOTUS	FRIDAY!	PRINTER
ACQUISITIONS	X	X	X		ADLER
ASTRONOMY/MATH	X	X		X	ADLER
BIBL SERV	X	X			
BIOLOGY	X	X	X	X	ADLER
CATALOG	X	X			ADLER
CHEMISTRY	X				ADLER
COOP/IBS	X/M300	X			other
DOCUMENTS	X	X	X		ADLER
EARTH SCIENCE	X	X	X	X	ADLER
EAST ASIATIC	X	X	X	X	ADLER
ED/PSYCH	X	X	X	X	ADLER
ENGINEERING	X	X	X		ADLER
ENVIRON DES	X	X			ADLER
LIBRARIAN'S OFF	X	X	X	X	ADLER
LIBRARY SCHOOL	X				ADLER
MOFFITT	X	X	X	X	ADLER
NATURAL RES	X	X	X	X	ADLER
OPTOMETRY	X	X			ADLER
PHYSICS	X	X	X	X	ADLER
PUBLIC HEALTH	X	X			ADLER
REFERENCE	X				
SERIALS	X	X	X		ADLER
SOCIAL SCIENCES	X	X	X	X	ADLER
SPACE PLANNING	X	X	X		other

APPENDIX D

IBM PC USERS SURVEY RESULTS

WordPerfect

Reports & Memos: Camille Wanat, Anne Brown, PHYS; Mary Sandhu, BSD; Joe Barker, ACQ; Carol Whitehurst, LIBO; Gail Holcomb, Rebecca Martin, BIOL; Milt Ternberg, SOCS; Bryan Fisher, CATD; Pat Maughan, ENGI; Janet Gary, Ann Garey, SERD; Lee Jaffe, NATR

Manuals & Procedures: Laura Ng, Debbie Carton, ED-P; Pat Maughan, ENGI; Anne Lipow, LIBO; Gail Holcomb, BIOL; Mary Sandhu, BSD

Bibliographies & Lists: Julie Rinaldi, EART; K. Bedau, PUBL; Susana Hinojosa, UNDE; Joe Barker, ACQ; Gail Holcomb, BIOL; Anne Brown, PHYS

Lotus 123

Charts: Milt Ternberg, SOCS

Annual Report Statistics: Pat Maughan, ENGI; Janet Gary, SERD; Camille Wanat, PHYS

Fund Accounting: Joe Barker, ACQ; Rita Kane, LIBO; Rebecca Martin, BIOL

Circulation Statistics: Mark Mentges, Rita Kane, LIBO

Schedules: Anne Lipow, LIBO; Gail Holcomb, BIOL

FRIDAY

Mailing Lists: Milt Ternberg, SOCS

Course Reserves: Julie, Tim DeWolf, EART; Anne Brown, PHYS

Directories: Anne Brown, PHYS; Rebecca Martin, BIOL

Other Software

SmartCom II: Milt Ternberg, SOCS

DBASE II: K. Bedau, PUBL; Charleen Kubota, PUBL

WordStar: Barclay Ogden, CONS; Charleen Kubota, PUBL; Gloria Novak, SPACE

Crosstalk XVI: Charleen Kubota, PUBL

-- All respondents use the Adler to print PC files.

-- Six respondents took introductory courses but are not currently using a PC.

-- Three respondents are interested in taking courses.

APPENDIX E

STAFF ATTENDING CLASSES

INTRODUCTION

Pat Abalos, REFE
Tom Alexander, PUBL
Samina Bashiruddin, LIBR
Kathy Bedau, PUBL
Pat Bergman, PUBL
Helvi Bessinyei, ED/P
Simon Bockie, DOCS
Ann Brown, PHYS
Diane Brown, ENGI
Francis Brown, BIOL
Jim Burch, ENVI
Myrtis Collins, REFE
Robin Cooper, DOCS
Odessa Crudup, ENVI
Pat Davison, REFE
Tim DeWolf, EART
Sue Ealy, CAT
Jeanne Fong, LIBR
Cris Fowler, PUBL
Joan Friedman, PUBL
Pam Garza, LIBR
Jim Gault, UNDE
Sue Gold, DOCS
Cathy Gordon, SOCS
June Gow, DOCS
Jean Han, EAL
Gary Handman, UNDE
Manina Harris, UNDE
Ladina Heath, DOCS
Susana Hinojosa, UNDE
Eddy Hogan, REFE
Gail Holcomb, BIOL
Lee Jaffe, NATR
Annie Johnson, DOCS
Joyce Johnson, PUBL
Jeff Katz, SYS
Sonya Kaufman, ED/P
Evelyn Kiresen, IBS
Craig Kingscott, ENGI
Liz Kizlitsen, REFE
Simone Klugman, REFE
Helen Kratins, SOCS
Charlene Kubota, PUBL
Carol Lawrence, UNDE
Anne Lipow, LEO
Rick Love, ENGI
Lorilee Mansur, ED/P
Rebecca Martin, BIOL
Pat Maugham, ENGI
Bruce Meger, PERS
Ellen Meltzer, UNDE
Mark Mentges, LIBR
Liz Meyers, DOCS
Ann Mitchell, CAT
Cathy Moreno, CAT
Doris Morrison, PUBL
Laura Ng, ED/P
Sheila O'Neil, DOCS
Roy Ortopan, CAT
Jean Peck, CAT
Barbara Phillips, ACQU
Ingrid Radkey, BIOL
Julie Rinaldi, EART
Joe Ryus, CAT
Mary Sandhu, BSD
Juta Savage, PUBL
Geri Scalzo, SOCS
Sandra Shair, REFE
Hanna Shin, EAL
Milt Ternberg, SOCS
Al Trujillo, UNDE
Julie Trujillo, BSD
Linda Turitz, SER
Ann Vermel, DEV
Tohong Vo, COOP
Camille Wanat, PHYS
Sue Williams, DEV

WORDPROCESSING

Pat Abalos, REFE
Tom Alexander, PUBL
Joe Barker, ACQU
Samina Bashiruddin, LIBR
Kathy Bedau, PUBL
Nancy Betley, SYS
Anne Brown, PHYS
Francis Brown, BIOL
Jim Burch, ENVI
Merril Dashiell, LIBR
Mary Jane Detloff, LIBR
Sue Ealy, CAT
Ann Garey, SYS
Janet Garey, SER
Susan Gold,
Cathy Gordon, SOCS
Manina Harris, UNDE
Carol Lawrence, UNDE
Anne Lipow, LEO
Sandra Lormand, ENGI
Rebecca Martin, BIOL
Mark Mentges, LIBR
Laura Ng, ED/P
Roy Ortopan, CAT
Ingrid Radkey, BIOL
Julie Rinaldi, EART
Geri Scalzo, SOCS
Charlie Shain, ENVI
Milt Ternberg, SOCS
Al Trujillo, UNDE
Ann Vermel, DEV
Camille Wanat, PHYS
Susan Williams, DEV

LOTUS 1-2-3

Joe Barker, ACQU
Manina Harris, UNDE
Anne Lipow, LEO
Rebecca Martin, BIOL
Pat Maugham, ENGI
Mark Mentges, ED/P
Ingrid Radkey, BIOL
Julie Rinaldi, EART
Milt Ternberg, SOCS
Al Trujillo, UNDE
Ann Vermel, DEVE
Camille Wanat, PHYS
Susan Williams

FRIDAY!

Pat Abalos, REFE
Joe Barker, ACQU
Anne Brown, PHYS
Diane Brown, ENGI
Frances Brown, BIOL
Jim Burch, ENVI
Vickie Hanawalt, UNDE
Eddy Hogan, REFE
Carol Lawrence, UNDE
Anne Lipow, LEO
Sandra Lormand, ENGI
Pat Maugham, ENGI
Julie Rinaldi, EART
Geri Scalzo, SOCS
Milt Ternberg, SOCS

APPENDIX F

TECHNICAL NOTE

A technical note on the production of this report is appropriate and perhaps instructive. Most of the Task Force members had IBM PCs in their units, though several of those either did not have word processing software or used another program or system. Each member, as she or he drafted sections of the report, employed the available or favored technology.

Thus sections were written on the Tandem, a Kaypro II and the Library's IBM PCs using WordPerfect and WordStar, and some parts were typed. As a result, though some time was saved in the earlier stages of revision, the bulk of the report had to be retyped to produce the final copy. This is not an unusual experience in committee work but the existence of work-saving technology makes this perhaps less acceptable. The lesson in this is that we need to organize ourselves in order to take full advantage of the technology.

We did make certain efforts to mitigate some of the above problems. It is theoretically possible to send a text file, such as this report, from one computer to another regardless of what type of system is used. Practically this is as difficult as it sounds and our attempt to connect a Kaypro II at home to an IBM PC at work, using modems and the phone lines, failed, but it should be retried until it works. There is also software available which will allow an IBM PC to read the diskettes formatted for other computers and this is another avenue which should be explored.

The file containing this report occupies 62K on the disk. At this size many WordPerfect operations become sluggish and somewhat unreliable.

The final draft of the complete report, was assembled on an IBM PC using WordPerfect. It was printed, one page at a time, on an Adler typewriter/printer, a process that took three hours for the thirty three page document. The Library's two faster printers could not be used: the ThinkJet was not connected and the NEC Spinwriter is set at 10 characters per inch and the report is formatted at 12 cpi. The printers in the Tolman Hall Microcomputer facility are also set to 10 cpi and the staff there did not know how to reset them.